



PROFILE AND CHALLENGE STATEMENT
ON THE SEARCH FOR A
CHIEF FINANCIAL OFFICER
CITY OF FRESNO, CALIFORNIA





INTRODUCTION

Management Partners, Inc. has been retained by the City of Fresno, California to recruit a new Chief Financial Officer. This Profile and Challenge Statement, which draws on our discussion with the City Manager and key stakeholders, will be available to nominees and key sources. It describes our understanding of the organization and the professional and personal characteristics the ideal Chief Financial Officer should possess. Interested individuals are invited to learn more about the City of Fresno at www.fresno.gov.

THE COMMUNITY

Located in the central San Joaquin Valley, Fresno is at the geographic center of California. With a population of over 510,000, it is the largest city in the San Joaquin Valley and the 5th largest in California. This dynamic city is the hub of a region rich in heritage, resources, and people. Over 80 different nationalities are represented by its residents.

Fresno is the county seat, and serves as the financial, industrial, trade, and commercial capital of the central San Joaquin Valley. The region is number one in agricultural production in the nation, known for an abundance and variety of produce and a rapidly growing export-oriented food processing industrial base. Home to a

diverse mixture of industries, businesses, agencies, and institutions, Fresno offers the best of urban amenities and opportunities with the unique charms of a small town.

Fresno offers great access for outdoor enthusiasts with close proximity to Yosemite and Sequoia National parks, nearby lakes for boating and swimming, and ski resorts to enjoy during the winter months. A strong fan base supports the local home teams of the Fresno State Bulldogs and the Grizzlies Triple-A minor league baseball team. Fresno boasts an extensive medical community, including a University of California training facility.

THE ORGANIZATION AND THE POSITION

Incorporated in 1885, Fresno is a full-service charter city operating under a strong mayor form of government, and was recently recognized as an All-America City by the National Civic League. There are seven Council members who are elected by district to four-year overlapping terms. The Council appoints the City Attorney and City Clerk. The Mayor is elected at large, does not serve on the Council, but has veto power over certain actions.

The City Manager is appointed by the Mayor and oversees the performance of 14 departments, including police, fire, transportation, airports, parks and recreation, community



revitalization, public works, finance, public utilities and various administrative functions. The City operates two airports (Fresno Yosemite International services most major cities), a bus system, and water, wastewater and solid waste utilities.

The City's total budget for fiscal year 2011-12 is just over \$1 billion with a General Fund allocation of \$215 million. Over the last several years the organization has bridged a substantial budget shortfall of over \$100 million, but continues to struggle to maintain a balanced spending plan with the underlying economy still weak from the drop in housing values and continued recessionary impacts.

The Chief Financial Officer (Controller/Treasurer) reports to the City Manager and leads the Finance Department. The department provides a wide range of comprehensive finance support services to the Mayor, the Fresno City Council, and all City departments. These include accounting, financial administration and reporting, budgeting, treasury/cash management, investments, payroll, billing and accounts receivable, accounts payable, purchasing, reproduction and graphics, and business licenses and cashing. The position supervises the banking and treasury functions including investment management of an average \$230,000,000 pool of investment. The new Chief Financial Officer will also assume responsibility for budget development and monitoring upon the consolidation of the budget

division with finance. The consolidated department will be composed of 52 staff.

CHIEF FINANCIAL OFFICER CHALLENGES

The new Chief Financial Officer (CFO) will play a lead role in ensuring Fresno's financial sustainability.

The following challenges have been identified for the new CFO:

- The City faces financial challenges. As the City works to address cash flow concerns and a structural deficit, the CFO will provide critical and highly-visible citywide leadership to help the organization meet the Mayor's and Council priorities and achieve financial sustainability.
- The CFO position has experienced turnover recent years. The new CFO will assume responsibility for stabilizing the department by developing staff and improving systems, as well as developing citywide financial management standards and assuring adherence to them.
- The City is restructuring the budget function into the Finance Department. The new CFO will be expected to successfully incorporate Budget Division staff and functions into the existing finance team to achieve a fully integrated Finance Department.

THE IDEAL CANDIDATE

The successful CFO candidate will be an outstanding leader and manager with well-developed communication skills and a demonstrated record of integrity. He/she will also have the ability to support the Mayor and Council's priorities and serve as a key member of the City Manager's senior leadership team.

THE IDEAL CANDIDATE WILL

- Be a strong, credible leader capable of supporting informed decision making in a highly political environment
- Be a practical problem solver who can work collaboratively to identify solutions and is willing to "think outside the box"
- Have demonstrated experience in municipal budgeting and accounting
- Have proven success in identifying, analyzing and implementing financial decisions that maximize available resources and align with policy goals
- Have experience communicating complex financial information to the public in a simple and understandable manner
- Be a team player and team builder with executives, policymakers, and staff
- Have the ability to create and manage the preparation of complex analysis, reports, and presentations
- Possess a bachelor's degree with major course work in public administration, business, accounting, finance or a related field and five years of increasingly responsible management experience and supervision of professional employees in municipal financial management or budgeting; a master's degree and/or CPA are desirable
- Demonstrate ethics and integrity and a commitment to full-disclosure in financial reporting

IN ADDITION, THE IDEAL CANDIDATE WILL HAVE DEMONSTRATED

- The ability to prepare sound financial analysis and present it to a broad range of stakeholders, including staff, elected officials, and the community
- The ability to establish and communicate clear financial goals in a municipal environment
- The ability to plan and budget for the long term and manage those plans effectively
- A commitment to employee development and training and the utilization of technology to serve the organization
- The ability to get the right things done, with a sense of urgency and a high level of energy

SALARY AND BENEFITS

The compensation package includes a base salary and excellent benefits. Since the City of Fresno is interested in hiring the best possible candidate for Chief Financial Officer position, the compensation package will ultimately depend upon the qualifications of the candidate to whom an offer is extended.

APPLICATION PROCESS

To apply for this outstanding opportunity, please submit a cover letter and complete resume as detailed below. Electronic correspondence is preferred. Contact Nancy Hetrick at 408-437-5400 for additional information.

search@managementpartners.com

Attn: Fresno CFO Recruitment
Management Partners
2107 N. First Street, Suite 470
San Jose, CA 95131



First review of resumes: Monday, July 16, 2012.

Resumes will be screened and the most qualified candidates will be invited to a preliminary interview with **Management Partners**. Once a mutual interest in the position has been established, references will be contacted.

For more information, visit our website at www.managementpartners.com.

The City of Fresno is an equal opportunity employer. EEO/ADA